

DELAWARE COUNTY
ECONOMIC
DEVELOPMENT

2018

ANNUAL
REPORT



ECONOMIC IMPACT

2018

Economic Development, as defined by the Cambridge Dictionary is, "the process in which an economy grows or changes and becomes more advanced, especially when both economic and social conditions are improved." The job of this Department is to capture this process and shape it, and to best position Delaware County to succeed and move forward in the future.

EXECUTIVE SUMMARY

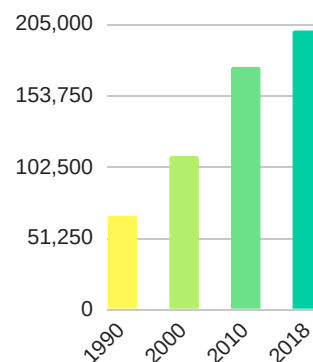
When looking back on 2018 in Delaware County, the year can be described in a single word: *prosperous*. As the Central Ohio Region continues its unprecedented growth, Delaware County continues to stand out as the premiere place to live and do business. With a population of over 200,000 people, a median household income over \$100,000 and an unemployment rate that dropped under 3.0% this year, Delaware County stands out. In 1990, the County was home to approximately 66,929 residents and 23,116 homes. Today, with 67,701 homes and a population of 200,464, we have driven residential development in Central Ohio. Nothing is a clearer example of this than the increase in housing permits that has played out



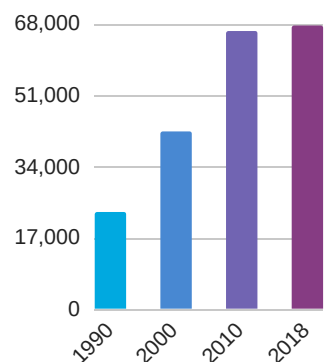
over the past 30 years.

The Economic Development Department's responsibilities include business attraction, business retention and expansion, market research, site selection, marketing, land acquisition assistance, and serving as staff for the Delaware County Finance Authority.

**Delaware County
Population**



**Delaware County
Housing Units**



The Economic Development Department is dedicated to carrying out the Commissioners' vision for Smart Growth in the community. The Department works diligently to bring new employment, housing and amenities to the community.

With neighborhoods and population increasing, it is of the utmost importance for the County to adopt policies that promote "Smart Growth." Smart Growth is defined as "development that will aid the community in diversifying its tax base and providing for the needs of its residents, while factoring in and leveraging market conditions." Enhancing the standard of living within the County by supporting the schools, increasing amenities and creating employment opportunities are key elements that attracts new residents. A great example of this is the Evans Farm



project development located off Lewis Center Road. Evans Farm is a 1,600-acre planned, multi-use development that contains over 2,000 units and over 500,000 square feet of commercial space.

Not only are people wanting to live here, businesses want to expand and locate here. With Fortune 500 companies like DHL, Marzetti and Tanger Outlets deciding to expand their operations here, the community is well positioned to attract new investment. The County promotes a pro-growth and business-friendly climate. Incentives offered to businesses by the Economic Development team include property-tax incentives, sales-tax incentives, bonds, financing assistance, grants and low-interest loans. These allow for the County to be a competitive marketplace in the ever-changing world of business. The Economic Development Department and the Finance Authority have successfully supported over \$200M in private investment and brought over 1,000 jobs to the region. Of these, almost 20% are in the medical and R&D area, which is a perfect fit for our residents. This is important because one of our key goals is creating opportunities to not only live but to work within our community. Also, the projects have been positioned to generate over \$180M in TIF funds to support infrastructure projects such as the Home Road and Big Walnut Road connection in Lewis Center.

We have 34 projects in the pipeline, including an industrial project in Creekside and the OSU medical project at Sawmill Parkway and Home Road. When these projects land, the community investment will increase to over \$300M and over 2,000 jobs, which would increase the 20% number previously mentioned to over 60%.

The 34-project pipeline could result in an additional \$300M in private-sector investment in the community, increasing investment to over \$600M.

Further, the Department was happy to launch a Lean/Six Sigma program, opening the door to move the County toward a digital online submittal system called TRAKiT, and the establishment of corridor plans for 36/37 that is already seeing results, including the implementation of conversations on expanding cloud zoning in key locations throughout the County.

We are excited about our upcoming endeavors including the cellular plan, the new partnership opportunities with Delaware Now and the JEDD policy.



CONCEPTUAL
DEVELOPMENT PLAN

EVANS FARM TOWN CENTER
ORANGE & BERLIN TOWNSHIP, DELAWARE COUNTY, OH
JANUARY 25, 2018



These items are covered in our requested budget. Further, the Department increased staffing by 50%. These new programs and the increase in staffing will position us for greater success and increasing revenue available to the community for public improvements.

The Department is excited to be moving into 2019 with a road map for success. We are leveraging our action plan to set our goals and define our activities. Several key items on the action plan have been successfully addressed: TID, Incentive Policy, and Entrepreneurial Center. We believe that we will see more amazing projects finalize in 2019.

Finance Authority



The Delaware County Finance Authority, the DCFA, has a Board that consists of seven members who are electors of or have their place of business located in Delaware County. Each member brings an enormous amount of experience and knowledge in their respective business or community. The Board administers various incentive programs to help foster economic development throughout Delaware County. Those programs are as follows: a Construction Financing Program, a partnership program to exempt the costs of construction materials from State Sales Tax for DCFA facilities. A crucial tool is the Tax Exempt Bond Program, which is a cost savings program for public construction projects that utilize bond financing. Bonds and can help developers lower their financing costs. Another tool is the PACE Program, A Property Assessed Clean Energy program to help finance clean energy construction and material efforts for both new construction and remodeling projects.



The DCFA has grown exponentially in recent years. Going from only having \$11,989.03 in assets in 2015, to over \$1,000,000 in 2018, shows the success the DCFA has had in projects. One of those recent successes includes the refinancing of the Tanger Outlet Mall, allowing \$9.9M flow to Tanger as tax exempt bond financing. Another success story comes in the form of DHL in the City of Westerville. DHL announced that it would retain 670 and create 400 new jobs by making Westerville their home for their North American Headquarters.

DHL is right in the backyard of another Finance Authority project - the Renaissance Hotel. The Renaissance had a community investment of \$67M and is a great addition to the Delaware County community. The Northlake residential area, located just west of I-71 and north of 36/37, is another great example of what the finance authority can help make reality. With 252 multi-family structures and 412 single family units, Northlake hopes to add to the ever growing population. The Finance Authority is also helping with the research and development facility that the T. Marzetti Company is remodeling. This Fortune 500 Company is making a \$9M investment facility in Orange Township and looks to add 80 new jobs. The Finance Authority continues to help the County and the region as an attraction tool to help draw businesses in our community to help Delaware County reach its ever growing potential. Additionally, there are currently 34 projects in the pipeline with the possibility of having a \$300M in commercial investment from these projects.

By the Numbers



\$46,050

MEAN WAGE
ADJUSTED FOR COST
OF LIVING
#1 IN OHIO
#20 IN THE NATION



52.50%

PERCENT OF
RESIDENTS HAVE A
BACHELOR'S DEGREE
#1 IN OHIO



36.62%

PERCENT INCREASE
OF BUSINESSES
WITHIN THE
COUNTY, 2010-2018



2.8%

DELAWARE
COUNTY'S
UNEMPLOYMENT
RATE



\$102,990

MEDIAN HOUSEHOLD
INCOME
#1 IN OHIO
#15 IN THE NATION

AAA

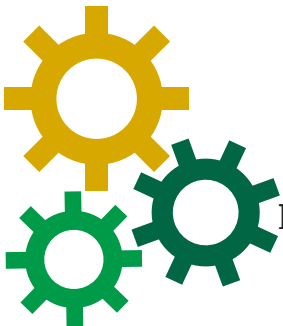


THE BOND RATING
FOR DELAWARE
COUNTY



3,221

NUMBER OF JOBS
ADDED IN
DELAWARE
COUNTY LAST
YEAR



88,069

NUMBER OF JOBS
RETAINED IN
DELAWARE
COUNTY LAST
YEAR

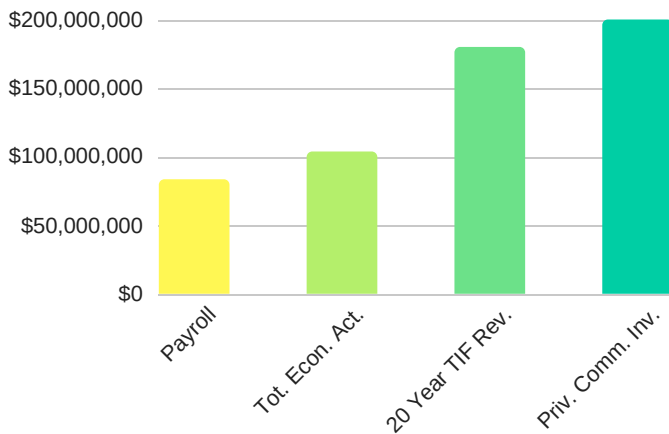


1.87%

POPULATION
GROWTH LAST
YEAR

Economic Development Margins

On a budget of \$443,000

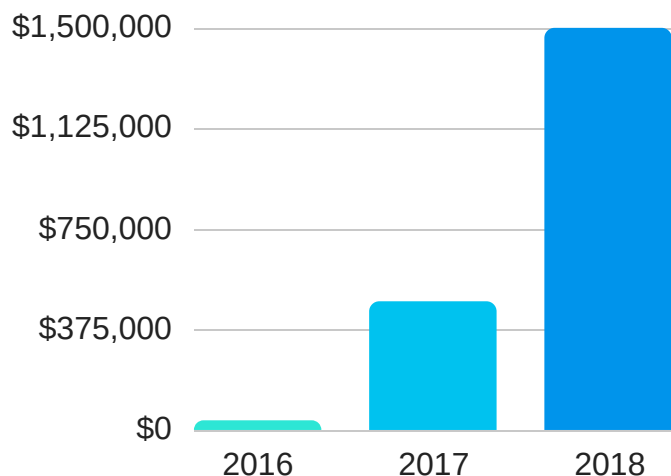


The Economic Development Department had a budget of \$443,000 in 2018. Keeping this number in mind, the new payroll generated from new businesses in 2018 was \$83.5M. This results in \$4.38M in new sales tax for the community based on the standard Economic Development formula. Undertakings by the Department have resulted in \$103.75M. The TIF, or Tax Increment

Financing documents that have been signed in 2018 are projected to be \$180,000,000. Also the private commercial investment in 2018 was an astounding \$200,000,000.

Finance Authority Account Balance

The DCFA collects fees from the use of its Sales Tax Exemption Program and Bond Financing for new projects. However, in 2016, it only had \$36,000 in its bank account. In 2017 this number rose to \$480,000. In 2018 the Finance Authority and County Commissioners cemented their relationship with an Inter Governmental Agreement to provide staffing to the DCFA from the Economic Development Department. With this relationship in place, the DCFA has reached a new level of success. This means the DCFA has collected over \$1,000,000 in fees this past year.



Project Highlights

Regional

-Dollar Tree Distribution Center in Morrow County was a \$125,000,000 in development costs and brought 400 jobs to the Columbus Region.

Local

City of Westerville

-Westar Place is located on the Delaware County side of the City of Westerville. It is 941 acres of land primed for commercial development and planned to accommodate 3,000 jobs once completely developed.

-The Renaissance Hotel and Conference Center was completed in 2018. This project was a \$50,000,000 investment with 224 rooms to accommodate visitors to our County.

-The Medical Mile, located along Cleveland Avenue between OhioHealth in the north and Mount Carmel St. Ann's in the south, is an economic driver as well as a unique community asset. The opening of St. Ann's Hospital in 1984 provided the catalyst for what would become one of the largest suburban medical districts in central Ohio. Today, three hospital systems operate within the district, employing more than 4,500 in nearly 800,000 square feet of buildings with direct access from I-270 and Polaris Parkway. Along with dozens of other medical offices, including urgent care services, these facilities prove that health care is community-oriented in Westerville.

City of Delaware

-The City of Delaware has extended Sawmill Parkway, allowing for a new north/south corridor for traffic in Delaware County. This extension has created the opportunity to add a new industrial campus with over 2,000 acres of land ready for development.

-The City of Delaware is home businesses such as to JEGS, the world's largest retailer of aftermarket automotive equipment, as well as PPG, which produces resins and coatings for the automotive refinishing and collision market, and resins for the packaging, industrial and automotive OEM market.

-Downtown Delaware Central Business District is home to 312,700 square feet of retail space in the historic downtown. Over 30 restaurants, bars and breweries call this District home. It serves as critical attraction to Delaware County.

Sawmill Parkway

-Is the most recent development corridor to come online in the County. This corridor is well positioned for local retail development, new medical and housing. The Corridor will be home to a new Ohio State Medical Development that will serve as a critical medical employment center in the County, over 900 jobs.

Berkshire Township

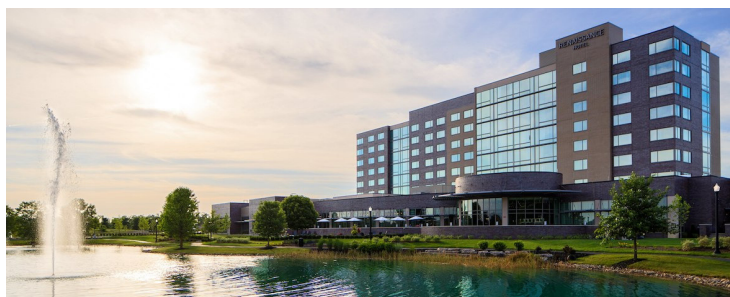
-Northstar development has over 400 acres of land for commercial development. This is a mixed-site development project between Nationwide, Weiler and other development partners. The project is focused on neighborhood retail, dining, entertainment and housing.

-Tanger Outlets Columbus is a 350,000 square foot retail center with over 80 stores. This was an \$116,000,000 investment and employs up to 700 jobs. The project serves as a catalyst to launch further investment throughout this area of the County.

Orange Township

-Evans Farm is a 1,600-acre "new urbanism" development that stimulates a sense of community with a mix of residential, recreational, schools and over 250,000 square feet of commercial space, all within a half mile walking distance.

-Creekside Industrial Park, ideally located off US 23 at Corduroy Road and Green Meadows Drive, 100 acres are shovel ready for development. The area has a Tax Increment Financing Agreement in place for 75% for 20 years. Businesses that build in the park are eligible for a 50% Community Reinvestment Area tax abatement for 10 years.



Business Retention



Business retention and expansion is a key component of any economic development program in helping to keep businesses local and is critical for the overall health of the region. 80% of all new jobs created come from an existing business in your community. In 2018, the Delaware County BR&E program helped connect Nexceris in Orange Township with Columbus 2020 and JobsOhio to

receive some exporting assistance and research and development grant assistance. In addition, Airwaves in Orange Township received a Job Created Tax Credit via Columbus 2020 and JobsOhio; Delaware County played a role in supporting the JCTC. Another project that the BR&E program helped was with Ohashi Technica in Sunbury, which expanded their operations by building an addition to their existing facility, purchasing new equipment and adding jobs in late 2017. Delaware County met with the business leaders of the company and educated them about the resources they could utilize for this project. These are some of the many retention efforts by the Delaware County Economic Development team that keep businesses here to continually grow the economy of the County.

Business Retention Best Practices

Delaware County Economic Development engages in:

- Business visitations to build a working relationship at a local level and shares tools available to growing businesses to expand or retain.

- Surveys that it distributes to its businesses electronically to determine the business landscape of the County.

- Beginning to tackle the issue of transportation to workplaces in the event that employees do not own cars.

- Linking businesses with area career centers and institutions of education to provide a pipeline of employees to their respective fields.

- Acting as a liaison between local manufacturing companies and a training company to train future employees.



2019 Key Endeavors

Industrial park on 36/37

Enhance Customer Response

Finance Authority IGAs

Entrepreneurial Grant Program

JEDD Program

Workforce Development Committee

Cellular Service

Trail Assistance Program



Meet the Staff

Bob Lamb, Economic Development Director



Bob Lamb joined Delaware County as Economic Development Director in August 2015. Bob's primary role is to direct all economic development efforts for the County. His primary focus is to further economic development in Delaware County through new business attraction activities, infrastructure enhancement and supporting the Delaware County Finance Authority. Previously, Bob served as Community and Economic Development Manager for the City of Upper Arlington, Ohio, and Economic Development Administrator for the City of Glendale, Arizona. Bob has a Juris Doctorate degree from Cleveland-Marshall College of Law, a master's degree in Urban Planning and Development degree from Cleveland State University, and a bachelor's degree from Bowling Green State University. He has certifications in public management and Lean/Six Sigma from Arizona State University, Lawrence Technological University, the state of Ohio and the International City/County Management Association.

Rob Platte, Economic Development Administrator

Rob Platte joined the Delaware County Economic Development staff in July 2018. Rob's primary role is to support the Delaware County Finance Authority and its incentive programs, and to foster economic development opportunities that help further the success of Delaware County. He is also responsible for business attraction efforts and new project development.

Rob has significant experience with tax incentive package development, public and private finance, and grant funding for both public infrastructure projects as well as park and open space development. He has been involved with projects both large and small, from an Amazon Fulfillment Center of 4,000 employees to commercial development of 4 employees.

Rob served 16 years in township government in both Licking and Franklin Counties, ultimately serving as Township Administrator at Etna Township.



Meet the Staff

Jenna Goehring, Economic Development Coordinator



Jenna Goehring joined Delaware County Economic Development in 2013. Jenna wears many hats in her role including running the County's business retention and expansion efforts, responding to regional and statewide real estate requests for information, and leading community development and quality of life enhancement programs for the community.

Jenna has a passion for public administration, having served the Greene County Board of Developmental Disabilities prior to joining the Delaware County team.

Jenna holds a Masters of Public Administration from the University of Dayton and a Bachelor of Arts degree in Film History from Wright State University.

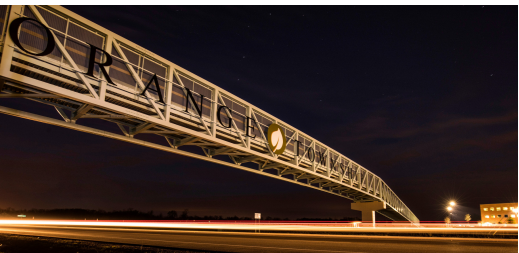
Jenna also has earned the designation of Certified Economic Developer (CEcD) from the International Economic Development Council. The CEcD certification is an internationally recognized designation of expertise in the field of economic development.

Nick Adams Economic Development Intern

Nick Adams joined the team in May 2018 as a summer intern. He will be working at Delaware County until graduation at Ohio Wesleyan University in May 2019. At Ohio Wesleyan he is an Economic Management Fellow, majoring in Economics and minoring in History. His work includes compiling marketing materials for the County, aiding in the business retention side of Economic Development, as well as completing a County wide industry study. Nick also serves as the Assistant Secretary for the DCFA.



2018 Through Pictures





Delaware County 2018

